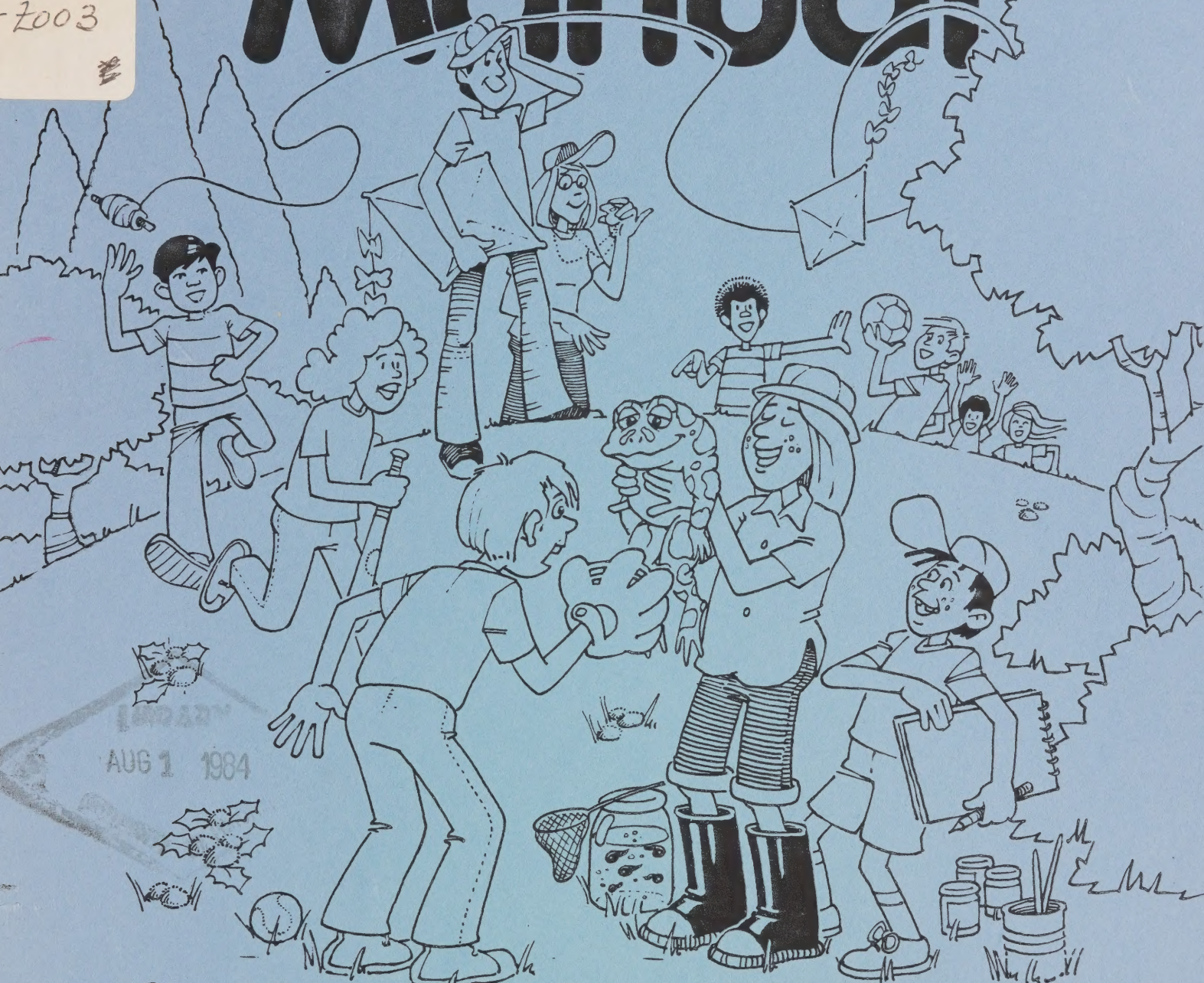


Day Camp Manual

Ministry of
Tourism and
Recreation

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Administration

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ACKNOWLEDGE- MENTS

The Day Camp Manual, as originally developed by a committee of the Ontario Camping Association, has served the camping community well. In order to continue to be a valuable resource, however, a publication must remain current. Discussions with Dorothy Walter of the Camping and Outdoor Education Services, Ministry of Tourism and Recreation, led to the decision that this publication needed to be revised.

As the initial contributor to the original manual, I know the task of revising the four sections has been an onerous one. I am pleased to have had an active group of contributors representing the Day Camp Committee of the Ontario Camping Association to review materials, share their knowledge and make major contributions to the content.

The group included:

Larry Bell, Camp Robin Hood, Chairman, Day Camp Committee
Marion Babcock, Camp Richildaca
Carol Cotton, YMCA Day Camps
David Ewart, Green Acres Day Camp
Janet Ewart, Green Acres Day Camp
David Morrison, Forest Valley Day Camp
Howard Oretsky, Camp Robin Hood
Joanna Reesor-McDowell, Glenbrook Day Camp
Martha Smith, Mooredale Day Camp
Laura Stinson, Forest Valley Day Camp
John Turner, Camp Richildaca.

All gave generously of their time and energy. I am grateful for their assistance in the developing of these revised manuals.

Bill Babcock
Camp Richildaca

TITLES IN THE DAY CAMP SERIES

1. Administration
2. Staff
3. Campers
4. Programs

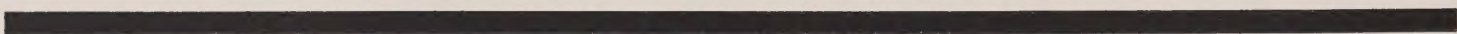


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INTRODUCTION

Day camping has grown at a tremendous rate since the first programs were established in the early 1900's in North America. It would be difficult to determine how many children are presently being served; however, we do know that the quality of programs that are being provided for these children has improved steadily. Day camps have now developed to the point that they are no longer considered extended babysitting services. The Ontario Camping Association has certainly played an active role in this development and reference will be made from time to time to the work it has done.

For any day camp to be successful, the following must be considered before one camper can be registered or one staff member hired:

1. What is it that we are trying to accomplish?
2. How will the program be implemented?
3. What information will be required?
4. How will the information be used?
5. How will the site be set up or the building be used?

All of the above are defined as the Administration of the camp. In the pages that follow, most of these questions will be answered.

WHAT IS A DAY CAMP?

Today, most any program which operates during the summer vacation period on a daily basis with the child returning home each day is considered to be a day camp. The Ontario Camping Association's Standards Committee has attempted to precisely define the term "day camp" and has published the following definition:

"A day camp provides an educational environment in which the child is exposed to a variety of outdoor activities under trained leaders at a permanent site during the normal day for a sustained period of not less than 2 weeks. The site should provide the environment for programs which may include just about all of the ingredients found in a residential camp. The campers return home each night. Therefore, the camper's day is divided between camp and home. Thus, day camping is a unique joint project in which the family and camp share responsibility."

Specialty camps, 'Special' camps and Day programs, operate on a daily basis and may be referred to as day camps. The O.C.A. welcomes these organizations to ensure the ideals of good camping. A definition for each appears below:

"Specialty camp operates a daily program, but the emphasis is on the development of specific skills; athletic, dramatic, musical, for example. The program may be based to a large extent outdoors.

'Special' camp operates a daily program, but due to the special needs of the campers, may require other than outdoor facilities for its program. As well, the program would be modified to suit the campers.

Day programs are usually operated from a central building location. Some of the activities are centred within the building. Campers spend time on a regular basis travelling to outdoor facilities or other attractions such as museums, The Ontario Science Centre, and theatres to augment the program."

It is important to have a full understanding of the above. It will assist you in establishing your philosophy and camp policies and help an established program to be fully re-evaluated.

BASIC PHILOSOPHY

YOUR CAMP'S INDIVIDUAL PHILOSOPHY

It is assumed that all day camps will have a philosophy consistent with the broad definition outlined above, but that leaves considerable room for individuality and diversity among groups. Establishing and articulating your camp's philosophy is a fundamental task of the camp administration, for it is the cornerstone on which the camp's aims and objectives, policy decisions and programs are based.

There are many options in day camp programs and the choices you make depend on your camp philosophy. Are you going to specialize in teaching certain skills (e.g. swimming, computers) or have a very general program? Do you hope to nurture the campers in a particular faith or maintain a non-denominational format? Are you going to use competition in sports activities to encourage the children to do their best, or try to avoid competition so you can include children lacking skills or with special needs?

It is important to be aware of how your camp may differ from other day camps and communicate your unique philosophy in your brochure and other promotional material. This will give parents and campers an idea of what to expect at camp and increases the likelihood that they will be happy and satisfied with their experience.

THE DAY CAMP SITE

Every day camp would like to have its own ideally located site with all the amenities and facilities required to operate. Such a "private site" free from the intrusion of the general public offers the following advantages:

- permanence and a true sense of identity
- a history and tradition on which to build
- a sense of security for the camper
- an opportunity for long-range controlled development
- an investment for the owner or operator.

FACTORS TO CONSIDER WHEN CHOOSING A PRIVATE SITE

Size

- The age of the majority of campers, the younger they are, the closer activity areas must be
- The emphasis of the program, specialty camps centralize many of their activities.

Drainage and Soil

- Preferably a firm, sandy clay mixture to soak up moisture and allow for growth of grass
- Porous or graveled subsoils provide good natural drainage
- Waste disposal (latrines, septic tanks, grease traps, leeching fields) located so they will not contaminate the drinking water supply
- Land should be higher than the surrounding area with a gentle slope
- Flooding from adjacent properties should be checked.
- Accessible shaded areas
- Availability of water for toilets, drinking water, showers and, where necessary, pools
- Natural water areas, lake or pond: small ponds should turn over 500 gallons/day to maintain a healthy ecosystem
- Access to forested areas nearby.

Natural Resources

Distance from Clientele

- Within a 1 hour bus ride radius from furthest camper.

Power

- Accessibility to power supply.

Minimize Hazards

- Dangerous cliffs or steep inclines
- Swift streams
- Floods
- Insects (bees and mosquitos)
- Forest fires
- Poison ivy, oak or sumac
- Dead trees and branches
- Away from busy highways and roads.

Zoning

- Check local regulations.

WHEN CHOOSING A PUBLIC AREA AS YOUR SITE

Costs, transportation and even the philosophy of a camp program may indicate that the site should be established in a local park or a conservation area. Many of the criteria listed above should be taken into account, as well as the following:

- use a well-defined area which is relatively permanent, can be marked and is free from regular public intrusion
- identify your area with signs in order to give the campers a sense of belonging

- have ready access to drinking water and toilets
- the distance between activities areas should be considered
- regular procedures such as grass cutting and care of sanitary facilities should be established with the authorities of the property
- have an area to establish central buildings for administration, first aid, equipment storage and storage of hazardous equipment and chemicals
- telephone lines should be accessible in order to have a phone on site
- a guardable swimming area separate from the general public should be available
- promote your camp to the public and authorities to gain their help and decrease the chances of vandalism.

BUILDING ORIENTED PROGRAMS

Day camps often use community centres or schools for their base of operations. The following criteria should assist when planning such a program:

- the areas being used for meeting should be kept exclusive for your campers
- shared facilities such as a gymnasium should be scheduled so that your campers can have specific times for exclusive use
- if the program is itinerant, accessibility to transportation must be considered and safety rules and emergency procedures established
- if outdoor areas are to be used, check for:
 - . hazards
 - . separation from the public
 - . availability of water
 - . accessibility to toilets.

CAMP POLICIES

Once the general philosophy of a camp has been established, finances organized and a site has been chosen, there are many questions of policy that will have to be considered.

Staffing

- Overall ratio of programming staff (those who come in contact with the camper in any capacity) to campers?
- Campers to counsellor ratio?
- Will you require specialty staff?
- How many supervisors will you require and in what capacities?
- Staff organization?
- Minimum age of staff?
- Minimum qualifications and/or background?
- Desirable year-to-year continuity of staff?

Grouping

- By age or grade or sex or skills or a combination?
- Will friends be placed together?

Information Required

- Health forms?
- Behaviour data?
- Family information:
 - . single parent (custody)
 - . remarriages
 - . new additions?

Transportation

- Maximum number of campers on a bus?
- Are Staff Bus Captains required?
- Will the bus company provide drivers or will you hire your own staff?
- Central pick-up or door-to-door?
- Maximum time spent on a bus?

Communications

- How often?
- When?
- Type — letters, calls, newsletters, visitors days or nights?
- Who answers parent calls?

Extra Programs

- What will they be?
- Will they be inclusive or exclusive of fees?

Leadership Program

- Objectives?
- Age of members?
- Will there be a charge?
- Duration of the program -- 1, 2, or 3 summers?
- The role of the leader:
 - . take responsibility
 - . preparation for the future?

Program

- What are the objectives of the program?
- What areas will be emphasized?
- Do you expect skill development and continuity from all or some of the activities?
- What role will camp wide activities play?
- Place of competition and cooperative activities?

Overnights and Extended Days

- Purpose?
- What age to begin?
- One or more nights?
- Frequency?
- On or off your site?
- Supervision -- number, age, sex?

Sale of Camp Articles

- Yes or no?
- Give away as promotion?

Off-Site Day Trips

- Are they a worthwhile activity?
- Supervision -- number, age, sex?
- What is your liability?

PUBLICITY AND PUBLIC RELATIONS YOUR CAMP AND YOUR PUBLIC

PUBLICITY

The best possible publicity is a satisfied camper! Parents who are pleased with their child's experience at your camp are sure to recommend it to others. But additional promotional effort needs to be made to ensure full enrollment.

Brochure

Designing an attractive brochure is a starting point for promoting your camp. A brochure may include the following items:

- brief history of the camp
- philosophy, aims and objectives
- location with a map
- business phone, camp phone and name of the director
- facilities and program activities.

Some camps have a printed brochure mass produced with the intention of using it for several years. In this case, dates of camp periods, costs and other pertinent information can be inserted on a separate sheet each year.

Introducing a New Camp

When you first start a day camp, you will probably have to work hard to establish yourself in the community. Telephone calls, followed up by a personal visit, can be effective. Some parents may ask you to show films or slides to a group of neighbourhood friends. Attempt to set up speaking engagements with church, youth, home and school groups. There is no substitute for face-to-face contact. Take advantage of every opportunity.

Direct Mailing

Lists will come from friends, acquaintances, and parents of campers, from school, churches, home and school associations, youth organizations and voters' lists. When mailing brochures and application forms to past campers, include an extra one for them to pass on to a friend.

Consult your local post office for best mailing rates. If you are mailing large quantities on the same date, you may be able to take advantage of bulk mailing rates.

Postal walks are another option that can be effective. But material will go to each household in a given postal area or walk, so select with care. A new subdivision with young families in a location near your camp may be a good choice.

News Media

Newspaper, radio, magazine or TV advertising can be effective, but is expensive. Newspaper advertisements should be run in select publications at strategic times of the year and are most effective if accompanied by stories and pictures.

During the camping season, remember to contact the local press if your camp is having a special event that is newsworthy. Reporters may be pleased to visit and feature a story. The free publicity will help to keep your camp visible in the community.

Open House

Parents want to see the camp site. Invitations may be issued for visits before camp opens or on Parents' Nights or Parents' Days during camp operation. Prepare a map of the campground (with buildings and activity areas identified) that can be handed out by staff to families when they visit.

Camper Follow-Up

Newsletters can be used to maintain contact with former campers and staff. Birthday cards or Christmas cards are also appreciated by campers. Try to have a camp picture or scene featured on the card.

Camp reunions can be held on a weekend or during one of the school vacations. Campers may be urged to bring friends who may be interested in going to camp. The program staff may enjoy planning and organizing this event.

PUBLIC RELATIONS

Be A Good Neighbour

Keep your neighbours informed of the camp program, improvements and changes. Establish contacts with local tradespeople. Take part in community service organizations and projects. You may wish to offer your facilities to local church and community groups for picnics, rallies or overnight campouts.

Staff Awareness

It is important to make staff aware of the public relations aspect of their involvement with campers and parents. Since the actions and attitudes of each staff member reflect on the whole camp, staff behaviour should be exemplary at all times.

There are other concrete ways that staff can contribute to good public relations:

- Each counsellor can phone his campers prior to each new camp period to introduce himself and tell the camper a little bit about the camp.
- If a camper is absent from camp, the staff can call his home after the second day to find out the reason for his absence.
- Halfway through the camp period, a call can be made to each parent by the counsellor to discuss any concerns they might be having regarding the program.

When Problems Arise ...

The Camp Director must strive to ensure the camp environment is safe and the interpersonal relationships between campers and staff are positive, but even the best run camp may occasionally have incidents occur that can become public relations problems. The following are suggestions for good public relations:

- Training counsellors, activity staff and bus drivers to notify supervisory staff promptly if unpleasant incidents, misunderstandings or minor accidents occur at camp or on the buses. It is recommended that staff document these incidents immediately on forms designed for that purpose.
- Camp leaders should take the initiative to contact parents and inform them of the incident rather than wait for the parent to call. This assures parents that the camp leaders are aware of what happens at camp and take their responsibility for the children seriously.
- If a parent calls with a complaint, be a good listener, try to avoid becoming defensive, promise to investigate the problem and call them back.

OFFICE PROCEDURES

When considering office procedures, you should attempt to establish a reliable way of obtaining and recording information, so that it can be retrieved efficiently and accurately for uses from finances, to communications with your clients, to the care of their children.

The more streamlined the procedures and the more steps that can be combined, the less the possibility for error. This then decreases the amount of supervisory and secretarial time required by the staff for checking and increases the time and effort given to meet the needs of the camper.

Before establishing a system of procedures you must determine:

- what specific information you require from each parent for each camper
- how you will record it and verify it with the parent
- how you intend to keep track of it
- how you will retrieve it
- how many different "reports" or uses you can generate from it
- how it will be distributed.

Every system once planned will require some alteration as you determine more and better ways the information may be used. As the system evolves, additional features to enhance it may be warranted. They include:

- boards or books which display camper cards for grouping and counts
- spread sheets for budgeting and financial work
- pre-printed forms that combine steps
 - e.g. as the invoice is printed a carbon copy is being formed to be used as a record for transportation
- photocopy machines
- multiple copy machines such as the Gestetner
- mailing machines
- postal machine
- a computer.

Computerization

With the advent of the microcomputer which is relatively cheap, very portable and expandable, computerization can be seriously considered as a time and money saver. In camping, the computer has three main functions:

- a data (or information) base for recording and retrieving
- a word processor for office work in combination with or interfaced (i.e. connected directly) with the data base
- a financial instrument which maintains all or part of the general ledger.

In addition, it may be used for:

- scheduling
- grouping for various large programs such as swimming
- providing a program area for campers.

Once you have recorded information into the computer, it should be double checked immediately. If the information you have recorded is correct, the information you need to retrieve will always be correct. This advantage, coupled with the rapid access to the information, saves enormous amounts of time, especially when the activity in the office is at a peak just prior to or during the camp season. This can translate to a cost saving or better deployment of time by your staff, as well as allowing for even more uses of the information you have gathered.

Of course, a computer program designed from an inefficient administrative system will also be inefficient. Today there are a few programs available on the market. They have been well thought out and are efficient. However, they are pre-organized and require you to bring your system into line with the program.

When considering any of these programs, examine them carefully and determine how many of your present needs are being met. Then determine if you can use any of the other aspects of the program. If more than 80% of your needs are met, it may be worth the initial effort to reorganize your system. You should also determine the possibility and the cost of expanding the "packaged" program.

The following are steps in an office procedure system. Many of them may readily lend themselves to greater efficiency of the computer. These steps are marked with a "C" to so indicate.

Before the Approaching Camp Year

- Brochure
 - have pictures taken
 - prepare materials
 - contact a printer
- application
 - determine the information you require
 - design it (if computerizing have it follow the same order as the program)
- prepare the covering letters
- prepare your mailing list for mailing "C"
- purchase stationery
- gather your Staff Evaluations.

Registration

- Check incoming applications to make certain they are signed and dated
- If transportation is provided, assign zone or pick-up code if not included in application
- Prepare transportation record if necessary "C"
- Record money accompanying application on application or in appropriate place
- Prepare and send invoice and covering letter "C"
- Record camper for grouping "C"
- Prepare deposit
- Prepare a file folder for camper
- Prepare mailing card or put on mailing list "C"

- If cancellation, be prepared to remove all pertinent work "C"
- Record medical, behaviour, grouping problems information for use when required "C"

As Required

- Count campers and check their placement:
 - . as a double check against your records
 - . to determine places available
 - . as a comparison with other years. "C"
- Check invoices:
 - . as a double check
 - . to determine finances available
 - . as a comparison
 - . verify budget.
- Letter for those with unpaid balances if post-dated cheques not required "C"
- Information mailing "C"
- Ordering supplies:
 - . establish an order number or form prepared
 - . receive bills
 - . pay bills "C"
 - . keep books up-to-date "C"

Staff

- Budget for staff
- Determine positions available
- Prepare:
 - . staff application
 - . advertisements or letters to school, employment agencies, placement centers
 - . reference forms
 - . letters of acceptance, rejection
 - . job descriptions
 - . contracts
 - . tax forms.
- Interview with applicant
- Contracts and pertinent forms out "C"
- Processes for checking contracts and forms are returned "C"
- Staff mailing list established "C"
- Record staff for placement "C"
- Record abilities of staff for cross reference "C"
- Periodic update of positions available with agencies and schools
- List for accountant - including gross salary, tax category, social insurance number, payment period "C"
- TDI Forms to accountant "C"
- Staff list:
 - . alphabetical
 - . by positions "C"

Immediately Prior to Commencement of Camp

- Finalize camper and staff group assignments "C"
- Transportation:
 - . assign campers to bus "C"
 - . establish pick up times "C"
 - . assign staff to bus "C"
 - . check routes
 - . dry run routes
- Create bus lists "C"
- Contact parents with group and transportation information "C"
- Collect medical data - distribute pertinent information to staff "C"
- Distribute pertinent family, behaviour and other information to those requiring it

	- If possible, gather information for specialized activities the camp may offer, i.e. swimming ability, hockey level	"C"
	- Create group lists for counsellor, section head and those requiring such information	"C"
	- Prepare alphabetical list with at least group and bus information for each child registered in the period	"C"
Day-to-Day Operations	- Prepare forms used during summer	"C"
	- Out of camp trips: <ul style="list-style-type: none"> . get permission slip . arrange transportation . check supervision . establish procedure for lost or hurt campers 	
	- Secretarial work required to carry on programs	"C"
	- Respond to problems	"C"
	- Supply information to parents and prospective clients	
	- Transportation regulations	
	- Prepare forms for ordering.	
Immediately After Camp	- Inventory of equipment	"C"
	- Collect area evaluation and review	
	- Collect staff evaluation and review and send to staff if that is policy	
	- Review finances of year	"C"
	- Determine additions and changes for next station and cost them	"C"
	- Budget requirements	
	- Year end filing and updating.	

CAMP FORMS

Forms are used to standardize information gathering or to communicate information that will be used without change from time to time.

Each camp will have to determine its own specific needs and thus, its forms will be different. Below is a list of forms used at a variety of camps, to help you assess your forms and to suggest areas that might have been missed.

Information to Parents or Forms Completed by Parents

- camper application
- camper health form
- camper swimming history form
- the invoice
- camper acceptance letter
- overnight attendance permission form
- balance owing letter
- campers swimming progress chart
- integration camper enrolment form
- subsidy form
- request to have camper's clothes labelled
- transportation change form
- "late for bus" warning letter
- end of period/camp letter
- objectives of the leadership training program
- parent night/open house invitations

Information to Staff or Forms Completed by Staff for Office Use

- staff application
- staff reference form
- staff acceptance letter
- staff contract

Completed by
Staff for Other
Staff or for the
Camp Records

- cookout menu selection
- overnight menu selection
- camper responsibility list for overnights
- swimming instructors class list and/or progression
- camper swimming history form
- camper evaluation form
- staff evaluation form
- parent contact form - completed each time staff contacts or is contacted by a parent
- camper incident form - a notation of any behaviour or incident positive or negative that involved a camper
- leaders evaluation form
- daily, weekly or monthly program schedule for group
- master schedule for specialty areas
- requisition/purchase form
- daily section attendance form
- daily bus attendance form
- equipment/supplies inventory form
- bus report form
- vehicle maintenance form

Suggestions and
Instructions for
Compiling A
Camper Applica-
tion Form

The next two forms require much thought and consideration. The Ontario Camping Association has prepared and offers the form below with the following comments.

This form is an important part of your contract with the parents. A neatly set out printed form will create a better impression. Therefore, we strongly advise that this form be printed. Many items are suggested for this form. These are detailed notations under some of the dotted lines to ensure that all of the necessary details are correctly listed. When printing, these notations can be set in a smaller type, and will make the form look less crowded. It is important to do this with a regular typewriter. We suggest it be printed on both sides of the paper to make it easier to handle.

There are three parts to the camper application. On the first page, the first part is for essential information required, such as name, address, age, schooling, etc.

The second part toward the bottom of the page is information for the parents concerning fees, dates, and conditions of enrolment. Parents should be given a realistic picture of the total camp cost. Therefore, if you have extra charges (transportation, laundry, insurance, riding, craft materials, etc.) these should be listed with their amounts.

The third part, on the back of the form, is for personal and confidential information. Some directors prefer not to have this on the application, but rather submit it to the parents at a later date.

We find many camps are asking questions about religion, church affiliation or nationality. The Human Rights Commission of the Ontario Government advises that camps operated by religious or ethnic groups may request this information, but it is illegal for other camps to ask questions of this type.

Some directors report that these questions are asked in order to ascertain what arrangements are going to be necessary to enable children of some religions to attend religious services of their faith. The Human Rights Commission advises that if the children's parents are concerned about this, they will enquire about it before enrolling their children.

It is illegal to ask for a photograph, because a photo may cause a rejection because of race.

It should be noted, however, that you may ask these questions after the child's registration has been accepted.

SAMPLE FORM

123 Anywhere St. Everytown, Ont.

Camp Sunshine

Telephone: 123-4567

CAMPER'S APPLICATION FORM
Developed by Ontario Camping Association

PLEASE PRINT CLEARLY

DATE _____

Camper's Name _____
Last Name Given Names Popular Name

Age (on July 1st) _____ Date of Birth _____ Height _____ Weight _____
Month Day Year

School _____ Grade Completed
by Camp Time _____

Parents' Names _____
as they should appear on camp records

Home Address _____
Street and Number City Postal Code Province

Occupation _____

Business Address _____
Street and Number City Postal Code Province

Home Telephone _____ Business Telephone _____

Are there any physical or emotional problems? _____

* Fees _____ period _____ \$ _____ Deposit required with each application.

** Extras: (Horseback riding, craft supplies, laundry, insurance, etc.)

*** Camp Dates _____ Camp Period Desired _____

Allowance cannot be made for children arriving late or leaving early. A deposit is required with each application. Verbal registrations cannot be accepted, nor applications without the required deposit. The balance of the fee must be paid before camper's arrival date. The deposit will be returned if application is not accepted, or is withdrawn prior to May 1st.

The camp reserves the right to dismiss a camper if it is in the best interest of the camper or the camp. In such cases, a proportionate refund will be made.

I desire my child to participate in full Camp Program and all activities unless I advise you otherwise in writing. I agree that, having taken such precautions as in your discretion are deemed advisable, you shall not be held responsible for any accident or sickness to my child.

**** If for any reason my child requires medical attention or special medication beyond that furnished by the camp, I agree to be responsible for any expenses incurred (camper's health and accident insurance mentioned under "Extras" would cover this.)

Signature of Parent or Guardian

**Clarification of
Lines with
Symbols on
Campers Appli-
cation Form**

- * On this line your fee should be clearly stated, as well as your application deposit.
- ** On this line mention all of your extras, and their amounts with the possible exception of tuck money, which all parents expect to pay.
- *** Have your camp dates or periods clearly mentioned, with a suitable place for the parents to check the period they desire. Perhaps a mention of periods (e.g. July, first two weeks in July, etc.) rather than the exact dates, in case you want to print a supply of application forms to last several years. The exact dates for the current camping year can be mentioned in the camper application acknowledgement letter.
- **** Camps whose camper insurance is compulsory, or is included in the fee structure, should omit this line.

**Suggestions and
Instructions for
Compiling Staff
Application Form**

We feel the form below can be copied as it is, since it would be suitable for most camps.

If there is sufficient demand, the OCA will mimeograph this form and make it available to member camps at cost. There would be a space left at the top where you could rubber stamp your camp name, or type it, as you prefer.

CAMP STAFF APPLICATION
(Developed by Ontario Camping Association)

RETURN TO:

PLEASE PRINT CLEARLY

Name Miss _____ Telephone _____
Mrs. _____
Mr. Surname _____ Given Name _____

Permanent Address _____
Street and Number _____ City _____ Postal Code _____ Province _____

Send mail to present address until _____ Height _____ Weight _____
Date _____

Date of Birth _____ Marital Status _____
Month _____ Day _____ Year _____

Give sex and age of children who must accompany you to camp

Schools attended _____
High School _____ University or Other _____

Present Occupation _____
(If student, state course and year)

CAMP EXPERIENCE

As a camper _____
Names of camps and years attended (list most recent camps first)

As a staff member:	Camp	Year Attended	Position Held
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Other experience or training which would be helpful in your job at camp _____

For what position are you applying? Counsellor - state age group preference; Activity/Counsellor - state first and second choice of activities; other position - state which) _____

Why do you want to go to camp? _____

In the following list, mark X beside those in which you are able to participate; XX beside those in which you are proficient; XXX beside those in which you are qualified to instruct.

Archery	Indian lore	Song leading
Art	Music - what instruments?	Storytelling
Basketball		Swimming
Boxing	Vocal	Diving
Campcraft	Choir leading	Life Saving
Campfire programs	Natural science: what kinds?	Strokes
Canoeing		Synchronized
Crafts - what kinds?	Newspaper	Tennis
	Orienteering	Track & Field
Dancing - what kinds?	Outdoor cooking	Volleyball
	Overnight camping	Water skiing
Dramatics	Photography	Woodworking
Fencing	Riflery	Workshop Services
Group Games	Rowing	Wrestling
Golf	Sailing	Other _____
Horseback riding	Softball	

Swimming ability -- non swimmer _____ 50 m _____ 100 m _____ 300 m _____ or better _____

Swimming or life saving awards held? _____

First Aid certificate held _____

Are you available for the entire summer? _____ If no, state dates available _____

Have you any disabilities which would prevent you from full participation in all camp activities? _____

State briefly your ideas concerning the personal qualities necessary to be a counsellor _____

References: Three, including your former camp director (if any), employers, teachers, etc.

1. _____
Name Relationship (camp director, teacher, friends, etc.)

Street and Number City Postal Code Province Telephone No.

2. _____
Name Relationship (camp director, teacher, friends, etc.)

Street and Number City Postal Code Province Telephone No.

3.

Name _____ Relationship (camp director, teacher, friends, etc.) _____

Street and Number _____ City _____ Postal Code _____ Province _____ Telephone No. _____

I became interested in your camp through _____

Date available for employment _____

Date of application _____ Salary expected per season \$ _____

Signature _____

Questions Regarding Religion

We find many camps are asking questions about religion, church affiliation, or nationality. The Human Rights Commission, of the Ontario Ministry of Labour, advises that camps operated by religious or ethnic groups may request this information, but it is illegal in Ontario for other camps to ask questions of this nature.

Some directors report that these questions are asked in order to ascertain what arrangements are going to be necessary to enable staff members of some religions to attend services of their faith. The Commission advises that if a staff member deems this important, he or she will enquire about it before accepting a job. It should be noted, however, that you may ask these questions after you have hired the applicant. (See following page.)

LEGAL LIABILITY AND INSURANCE

The operation of any business, whether it be a camp or some other enterprise, will generally involve risks to person or property. There is always the chance, for example, that a fire could occur which demolishes the main administrative building, resulting not only in property loss, but also in a costly business interruption. Similarly, whether through fire or some other accident, there is always the possibility of persons being injured while on camp property or engaged in camp activities.

While there are some risks -- such as the possibility of earthquakes and floods -- against which businesses traditionally cannot protect themselves, a certain measure of protection against day-to-day risks can usually be obtained through the purchase of appropriate insurance. The effect of such insurance will be to provide a fund to indemnify the camp for actual losses suffered and to pay the costs of defending any legal claims made.

So far as the so-called "non-insurable risks" are concerned, perhaps the best one can do is try to incorporate as many safety features as possible. For example, it might be appropriate to install lightning rods on highly-elevated, wood-frame buildings, or to build up the bank of a river known to flood in peak storms. Also, sometimes insurance against these risks can, in fact, be obtained, albeit at a very high cost. For the most part, however, the non-insurable risks are associated with "Acts of God" which one simply hopes will never occur.

The purchase of insurance for the ordinary day-to-day risks is a matter which should be approached with some measure of care. Most importantly, you want to make sure that coverage is obtained for all risks that might occur, and that such coverage is for appropriate amounts. Secondly, you will of course want to obtain the insurance at the lowest cost. The following is an outline of what should be a director's major concerns regarding insurance coverage for the camp operation. This discussion is intended to be general in nature, identifying the major heads of concern with some explanation. Anyone about to act in this area is encouraged to seek the professional assistance of a trusted insurance agent.

INSURABLE AND NON-INSURABLE RISKS

DEFINING THE RISK

The first step in purchasing insurance for the camp operation, or in assessing the adequacy of existing insurance, is to define the risk. Essentially, this means giving careful consideration to all aspects of the operation and asking yourself, in the case of any and all possible disasters, what loss or damage might result. In the case of property, this will invariably require a detailed examination of all major structures to determine the likelihood of their being destroyed or damaged, as well as their value or cost of replacement. Similarly, in the area of program, your insurer will want information as to what the campers will be doing and how they will be supervised.

Once you feel that you can accurately describe your camp operation in the above terms, you are ready to approach an insurance agent. Often, because of his experience, the agent will be able to draw your attention to risks which you failed to consider. In any event, it is only with the complete picture in mind that the agent can properly assess your needs and obtain quotations from insurers. You should be suspicious of an agent who does not require this information or pays little attention to it. The chances are that his recommendation would result in your being either under-insured or over-insured for particular risks, if insured at all.

A NOTE ON LIABILITY FOR PERSONAL INJURIES

Perhaps the risk which should stand foremost in the director's mind is that associated with liability for injuries suffered by persons while on camp property and/or engaged in camp activities. It is a risk that is closely associated with the director's prime responsibility to ensure adequate supervision and that the camp environment is safe at all times. That responsibility goes beyond the setting out of appropriate procedures and safety standards for camp activities, and includes an obligation to supervise the camp staff to ensure that the procedures and standards are observed; for, ultimately, it is the director and the camp who are accountable for the negligent conduct of employees.

In legal terms, it has been said that the camp must provide the same standard of safety as that of a "careful or prudent parent". Every case, however, is judged on its own merits; and one should not be surprised to find the court in a particular case seeming to require all sorts of precautions from camps, notwithstanding that such care would not even be considered by many parents.

The ultimate test will be what care could reasonably have been taken to avoid the injury in question. In applying this "reasonableness" test, the court will consider foremost the foreseeability of the particular hazard. If the injury was one which the director reasonably should have foreseen resulting from a hazard which he knew or reasonably ought to have known about, liability will normally result. In this regard, one can expect to find the court considering in detail, not only the procedures and safety practices at the particular camp, but also the evidence of other directors and camping associations as to accepted standards or norms in the industry.

WAIVER CLAUSES

It is commonplace for camp applications to contain a clause whereby the parent agrees that the camp shall not be held responsible for any loss or injury suffered by his or her child. These clauses vary in form and, in particular, in the amount of legal-type language which they contain. Often they are included in the application at the suggestion of insurers hoping to ward off frivolous claims.

The important point to note about waiver clauses is that they will not function as a cloak for negligent acts of the camp or its employees. And in the event that someone in your camp fails in their duty of care, with the result that a camper is injured, you should expect no protection from such a clause. In their efforts to ensure that compensation for injuries is obtained where it is justly deserved, the courts have been creative in getting around waivers. The result is that, in a serious case, the waiver will likely be viewed as no more meaningful than a decoration on the application form.

THE POLICY

Once your insurance agent has had an opportunity to consider your needs and consult with potential insurers, he or she will probably come back to you with two standard form policies modified to address your particular needs. The first policy will pertain to property loss or damage and will be written on a fire insurance form with certain extended coverages. The second policy will be a general liability policy covering most forms of legal liability to the public.

It is common in the industry to refer to these standard form policies as "all risk" policies and, indeed, the particular policy brought to you may use this terminology. The important point to note, however, is that despite what might be implied by the breadth of the term "all risk", the policy will not normally cover all risks. The general liability policy, for example, will not cover injuries to employees or accidents arising from the operation of a motor vehicle owned

by the camp or being driven on the camp's behalf. Similarly, the fire policy will not normally cover damage caused by the explosion of a boiler or hot water tank.

Your response to the above should be first to read the policy carefully, noting in particular the description of the risks covered and any "exclusions". If you determine that the policy is deficient in some area, you should talk to your insurance agent about extending it. The extended coverage will likely come in the form of an "endorsement", a simple schedule attached to the policy noting that certain extra coverage is provided. The addition of an endorsement to the policy will usually result in an increased premium or cost for the insurance.

The following are some areas of risk which may require a separate policy or an endorsement extending the coverage of your general policies:

Boilers -- Heating and Hot Water

As noted above, damage caused by the explosion or other malfunction of a boiler -- whether the damage is to the boiler itself or to the building in which it is housed -- is not covered by the standard fire insurance policy and must be insured separately. It should be noted also that, depending on the particular policy, "boiler" may be defined to include a broad range of heating and hot water systems so that, if your building employs any such equipment, special coverage may be required.

Automobile Liability -- Owned and Non-Owned

All automobiles must be properly insured in the name of the registered owner and will not be covered by your general policy without an endorsement to that effect. Where campers are transported, this should be acknowledged in the policy.

Where an employee, or some other person, uses his or her automobile on the camp's behalf, any resulting legal liability falls primarily upon that person as owner of the vehicle. If, however, the owner's insurance is insufficient or not in force, or for some reason the claimant feels he may not get full satisfaction, a claim may well be filed against the camp. A "non-owned" automobile policy or endorsement insures you for the legal defence of such a claim, and, if necessary, pays the claim.

Business Interruption

While your general policy will cover you for loss or damage to property, it will likely not cover your indirect losses resulting from the interruption of your day-to-day operation. Of course the insurance needs for such indirect losses will vary with each camp. It is usually a matter of insuring the continuance of the same net profit until business is back to normal. Business interruption insurance does this by protecting revenue flow, as well as paying any continuing expenses. Also, it will usually cover extra expenses relating to such matters as rent for temporary quarters, extra transportation, etc.

Tenant's Legal Liability for Damage

Following a fire or some other loss, the landlord or his insurers may seek to recover their loss from you by claiming that the loss was the result of your negligence while a tenant. Your liability policy may be extended to pay for your legal defence, as well as the claim in the event that the claimant is successful.

Camper Accident Insurance

While you are legally liable for an injury to a camper, your general liability policy protects you and pays the claim. Sometimes, however, the liability is not clear cut because the camper was the author of his own misfortune or perhaps a fellow camper contributed to the accident. Having a camper accident policy does away with the need to decide the blame in these cases and promptly pays the claim. This avoids troublesome formal claims from parents and maintains good public relations.

Employees

Your general liability policy will not normally cover injuries to employees without an endorsement to that effect. Perhaps the best method of obtaining such coverage, however, is through the government-administered Workers' Compensation Board. Information on how to enrol in that program can be obtained by inquiry at the local Board office.

REPORTING OF CLAIMS

In return for providing insurance, your insurer will invariably require a full right of "subrogation" which is, in effect, the right to stand in your place legally with respect to any claim for which it may become liable. In other words, where the insurer might become liable for a claim, it wants to be able to defend against it and sue anyone whom you would be entitled to sue. Primarily so that the insurer can exercise its right of subrogation effectively, your policy will also require that all potential claims be reported to the insurer in full detail as soon as possible. This responsibility is an important one and certainly should not be ignored, since the failure to report a claim may give your insurer a reason for arguing that it is not required to act on the claim. Where the insurer can show that its defence of a case was decidedly prejudiced by your failure to report, such an argument may well succeed, leaving you completely unprotected against the claim.

AREAS OF SPECIAL CONCERN

A. CAMP MAINTENANCE

Maintenance is an essential part of the life of every camp. The Camp Administrator needs to arrange for adequate maintenance services for three reasons:

1. Regular maintenance is necessary for the health and safety of the campers and staff.
2. A campground that is neat and attractive contributes to positive attitudes by those who work and live there.
3. The care and appearance of the grounds is an important factor in the public relations and promotion of the camp. Parents -- especially those newly acquainted with the camp -- will be looking at the camp environment for clues about what the camp is like. If the facilities are well kept, it is natural for parents to feel more confident that their children will be well cared for too.

MAINTENANCE CHECKLIST

Since there is a wide spectrum of day camps including those with permanent buildings, tent accommodation, temporary shelter, etc., the maintenance needs will vary from one setting to another. The following checklist includes routines for both permanent and non-permanent sites.

Pre-Camp

- Inspect area for any grading, land fill, gravel or sand requirements.
- Pitch and trench tents (unless campers will do so at beginning of camp).
- Ensure water service is adequate and functioning; take a water sample to Public Health Department for testing if not using a city source.
- Arrange for installation of portable construction shacks for administration or nurse. Buildings should have proper ventilation and allowance for natural light. Shelves may be installed at the beginning and removed at the end of camp.
- If providing food services, check refrigeration units and be certain dishwashing units are functioning properly.
- Even though day camps do not at present require a health licence and number, the regulations should be checked to be certain you have overlooked nothing.
- Arrange for installation of portable toilet units. See that they are reinforced by pegging so that they may not be easily overturned.
- Repair and clean permanent toilet facilities. If using septic tanks, check to see if pumping is required.
- Install lifesaving equipment and prepare pool for visit by Health Inspector. Day camps with pools falling into the semi-private or public categories may be checked by the local health authorities regularly, but even if this is not required, check the regulations to be certain you reduce all hazards.
- Paint or stain buildings, picnics tables, and playground equipment as required.

- Repair, varnish and paint canoes and other watercraft; install docks.
- Prepare maintenance centre or building; make sure tools are in good working order and stored in a safe place; poisons and chemicals should be marked and put under lock and key.
- Order maintenance supplies and have delivered.
- All electrical wiring and light fixtures should be installed in accordance with the building code and kept in good repair.
- Fire extinguishers in buildings or tent areas should be checked for suitability, placement and for "charge".
- Mark flammable materials and store in a safe ventilated place a distance from other buildings.
- If necessary, spray insects and poisonous weeds.
- Arrange for the installation or connecting of phones used seasonally.
- Clean buildings including washing windows, and wiping down furniture, shelves and cupboards.
- Have exterior signs freshly painted with consistent colours and lettering if weathered.

During Camp

- Daily -- disinfect washrooms, clean eating areas and remove garbage to ensure sanitary conditions.
- Swimming pools need daily vacuuming; water chemical levels are checked several times each day.
- Fires should be made only in specific, well designated areas.
- The director or supervisory staff should inspect camp facility regularly for hazards such as sharp objects, bees or wasp nests, playground equipment in need of repair, etc., note problem areas and assign tasks to maintenance personnel.
- Check maintenance supplies (e.g. toilet paper, towels, cleaning solutions) regularly and order more as needed.
- Have rented toilet units serviced weekly by rental company; servicing should be done while a supervisory staff person is on-site and can approve.

After Camp

- Pack arts and craft supplies in vermin-proof and waterproof containers.
- Check tents for repair and send out; check poles, pegs, etc.
- Store water craft; they can be better repaired in the spring when really dry.
- Winterize pool, water and toilet systems.
- Arrange for removal of portable buildings.
- Fill in trenches, fire-pits, etc.
- make maintenance tour of camp; note any situations which require attention or should be checked pre-camp in the coming year.
- have adequate staff for the after-camp period to deal with work efficiently and safely.

VANDALISM

Day camp sites, particularly those situated near urban areas, are vulnerable to vandalism after camp hours. The unwelcome intrusion of strangers, theft and vandalism can be discouraged by locking buildings at night, installing flood lights in key locations, and in more extreme cases, hiring a security guard. The local police are usually willing to drive through the camp facility at night on a regular basis if they are aware of problems.

Maintenance staff should be on grounds in the morning in sufficient time to check the site for vandalism and to hopefully remove evidence of the vandals before the campers arrive. It is common for children to have a fear of intruders and to feel upset if they see their camp has been "violated".

B. LUNCH

The simple fact is that to be happy, active and healthy at camp, the children and staff have to eat. To accommodate this need, the camp has a range of options in lunch programs. At one end of the spectrum, campers and staff might be required to bring their own lunches, including beverage, with the camp simply providing temporary storage. At the other end is the full service sit-down lunch program which may even include hot meals. In between these two options is the possibility, for example, that the campers and staff bring their own food, but that for convenience, the camp supplies beverages and/or snacks. Finally, still another possibility is that the lunches are brought, but certain days of the week are designated "cook-out" days, where the camp supplies the necessary food and equipment for outdoor meals.

It cannot be said in any absolute sense that one lunch program or another is necessarily the best. First, it will be a matter of meeting the market for which the particular camp is designed. A municipal or agency camp, wanting to remain accessible to lower income families, may not wish to incur the added fixed costs and expenses of a full service program, since these would ultimately require a higher fee. Another important concern, however, relates to programming. A lunch plan which sees the children assembled daily at a fixed location for a sit-down meal, necessarily divides the day into two segments with the result that some flexibility in scheduling is lost. Once again, this may or may not be desirable, depending on the nature of the camp program in general.

The following discussion begins by highlighting some concerns in the area of lunch which need to be addressed regardless of the particular approach adopted. After this, several of the more common day camp lunch options are noted with comments on the advantages and disadvantages of each.

GENERAL CONCERNS

- All food storage should be handled in a manner which ensures that the food remains healthy and fresh right up to the time of consumption. For short-term storage, any cool and dry place which is not accessible to animals or insects may well be satisfactory. Of course, for longer term storage, refrigeration will be required for everything but dry or canned foods.
- A facility for campers and staff to wash their hands before eating is desirable, as would be toilets at or near where lunch is eaten.
- A certain amount of paper and food waste is inevitable and will necessitate a system of garbage disposal. Such a system will ultimately require a central depot for garbage pick-up. It is often the case that the approval of local authorities must be obtained before waste can be burned or buried.
- The lunch break should be thought of as a relatively quiet and restful time. Enough time should be scheduled to allow the campers to eat at a comfortable pace with a short period afterward for digestion before resuming active sports.
- The function of staff as role models is nowhere more serious than at lunch. Staff should be made aware that campers will be watching them in developing manners and attitudes towards food. In particular, staff should never encourage or condone displays or disrespect for food or the wasting of it.
- Lunchtime may provide key insights into a child's happiness and general well-being at camp. Staff should be trained to observe their campers as they eat and, in particular, to spot any departures from a camper's normal eating pattern. Such departures may well be indicative of a more serious problem below the surface.

FULL SERVICE SIT-DOWN LUNCH

The major attraction of a full service lunch program is that parents do not have the daily bother of preparing lunch for their camper. At the same time, the camp has the greatest amount of flexibility in providing an interesting and varied menu geared to the campers' tastes and nutrition requirements. A less tangible benefit of this type of program is the social experience that the camper gets in sitting down at a table with a group of his or her peers to eat. Lunch becomes an opportunity to reinforce basic manners and to teach consideration for others.

The drawbacks to such a program are first, as noted above, increased fixed costs and expenses, as well as a certain loss of flexibility in program scheduling. Also important, however, is that a full service lunch program turns the mid-day meal into a major administrative concern. A full-time staff headed by a trained cook will be required each summer, and attendance must be ascertained early each camp day to allow time for preparation of the right amount of food. An appropriate menu will have to be designed and there will be large food and supply orders to be made and invoices to pay throughout the summer. Finally, the operation of your kitchen will probably be governed by local public health regulations with regular inspections to ensure compliance.

CAMP-SUPPLIED COLD LUNCHES

There are several ways in which a camp can provide a mid-day meal without adopting a full-service lunch program. Standard box lunches including beverages can be ordered through caterers who deliver by contract on a daily basis. As an alternative, assorted sandwiches could be prepared daily by the camp, along with desserts such as fruits and cookies, for picnic-style lunches.

A camp-supplied cold lunch program generally requires less fixed cost than a full service program, since less is needed in the way of kitchen facilities and a dining hall. The average cost of meals apart from this factor, however, could well be the same. Because the cold lunches can be eaten picnic-style, full flexibility in programming is maintained. For example, a group wishing to go on a hike which might last through the lunch hour can simply pick up lunch early and eat someplace along the way. There will be no need to worry about interrupting the program to return to a designated place for lunch.

To offer a cold lunch program effectively, however, a camp has to be careful to ensure good nutrition and reasonable variety. Parents will not normally be happy to find out that their camper is being given the same lunch -- most likely peanut butter and jam -- everyday, no matter how much the camper may like it.

LUNCH IS BROUGHT, CAMP SUPPLIES ONLY BEVERAGE AND/ OR SNACK

A lunch program such as this offers a good compromise. Fees can remain lower because the camp does not incur the major cost of supplying lunch. Programming remains flexible. The idea of the camp supplying beverages is relatively easy to handle administratively and enables the drinks to be served cold since they can remain in refrigeration right up until distribution.

One concern in this type of program, however, albeit a relatively minor one, is that some parents may be uncertain of what exactly to send with their camper, or may even feel pressured to send popular, as opposed to nutritious foods, so that their child will be accepted by the other campers, and not viewed strangely. The answer is simply for the camp to provide parents with guidelines or advice as to what constitutes an appropriate camp lunch, and to encourage compliance.

COOK-OUTS

While cook-outs could be used daily as a lunch program in themselves, they are perhaps better thought of as a means of spicing up one of the other lunch options. In other words, a once-in-a-while treat for campers, where besides a fun outdoor lunch they get the opportunity to learn and develop campcraft skills. Rainy days could make things very difficult if one depended wholly on cook-outs for lunch and some alternative food preparation should be planned. Also, cook-outs tend to be "labour-intensive", requiring a fair amount of set-up time during which younger campers may well be bored. If cook-outs occur only, say, once a week, the novelty of the experience should keep the campers interested.

The term "cook-out" contemplates anything ranging from a simple barbeque to the full campcraft experience where the campers choose a remote site and start by collecting wood to build a fire. It will be necessary for the camp to maintain a supply of all the required equipment and to set up a system for keeping track of its whereabouts -- possibly a system where staff sign-out equipment from a central depot. Also, where the camp is relying on campers and staff to collect wood, it may still be advisable to maintain a supply of good dry wood on hand anyway. It may be that a rain the night before has left all the wood outside too wet to be of immediate use.

If the intention is to use cook-outs with any sort of regularity, it may be wise to give staff formal training on how to implement them. Such training could be made part of their pre-camp program and should highlight the safety and environmental concerns. Campers and staff have to now how to build a safe campfire and should be taught to make sure it is properly dowsed before leaving. Also, a campsite left neat and relatively clean will always be favoured over one that has food or paper debris strewn about, and would be less likely to attract raccoons, squirrels and other wildlife.

SPECIAL DIETS

Except perhaps where campers and staff bring their own lunches, the issue of special diets is almost certain to arise. Either for medical or religious reasons, some campers or staff will not be able to eat certain foods. These cases need not pose a serious problem, but some thought will have to be given to a system for handling them. In most cases, the problem can be dealt with simply by making the camper's counsellor aware of the dietary restriction and placing the onus on him or her to ensure that it is observed. In more delicate cases, one might want to enlist the help of the camp nurse.

C. TRANSPORTATION

The term "day camp" implies that campers travel each day to the camp site as opposed to sleeping over, which is the typical "resident camp" format. However, just as day camps differ in the lunch programs they offer, so there are choices to be made in the area of transportation. To the uninitiated, it might seem that the easiest answer is simply to have parents bring their campers, and it is true that this would eliminate a major operating expense. At the same time, however, most parents who can afford it would rather pay and not have this bother. Traffic congestion at the camp site could well be a problem with campers walking or running in vehicle areas, and individual lateness would invariably hamper efforts to begin each day on time. It is for these reasons that virtually all day camps of medium or large size opt for some form of bussing.

Where bussing is employed, it will be one of the director's major administrative concerns. The first question is, who is going to do it? Some camps actually purchase their own buses, hiring drivers separately to drive the routes. Of course, this involves a major capital expenditure and could only be justified where some off-season use for the vehicles is planned. In most cases, the answer is either to hire drivers who have their own buses or to subcontract the bussing operation to an established school transportation company.

RETENTION OF CONTROL OVER SERVICE AND SAFETY

When negotiating with drivers or a company to handle transportation, it is important to remember the camp's public relations interest. In some respects, bussing is the most high-profile aspect of the camp operation. Parents may discuss a day's program with their camper and get some idea of how the camp operates. But the bussing they actually see for themselves -- twice a day, everyday. A clean bus with a driver and counsellors who appear happy, are punctual, and act in a courteous and safety-conscious manner will be impressive. Similarly, rude counsellors or a bus driven unsafely can destroy a camp's reputation in no time.

For this reason, it is desirable in negotiating with drivers or a transportation company for the camp to retain a degree of control over how the job is ultimately performed. In dealing with a company, for example, you may wish to retain a veto over which drivers are given the camp routes, so that a

surly driver who is continually rude to parents, or one who is driving unsafely, can be removed on request. Other control elements may include being able to dictate the exact route that the bus takes, starting times, maximum speed limits, as well as a wide range of other safety measures which may not be part of the normal operating procedure of the driver or company.

In terms of safety there are, however, some limitations of which camp directors should be aware. For one, there is some debate as to whether or not, from a safety point of view, seat belts are desirable in school transportation vehicles. As the law stands at present, however, they are not required and you may well have difficulty finding a company that uses vehicles equipped with seat belts should you want them. Also, it might be thought that where traditional school buses are employed, the camp would benefit from the usual rules of the road associated with such vehicles. Thus, a passing motorist would be required to stop at the flashing lights of the bus. In fact, this is not the case. When a school bus is being used to transport children to or from camp, or for any other private use, it is not legally considered to be a "school" bus. In fact, while under private charter, drivers are required to remove or cover any sign suggesting that the bus is a school bus and they are not allowed to use their flashers. To many directors and parents, this stands as an anomaly in the law, since ultimately buses are buses and children are children, and the potential danger is the same, regardless of whether it is a public or private institution that is being served. In any event, until such time as the law is changed, camp directors should be aware that they do not have the benefit of the usual rule.

DOOR-TO-DOOR VERSUS DESIGNATED PICK-UP AND DROP-OFF POINTS

Another major decision that has to be made in the area of transportation relates to the level of service to be offered. It is not uncommon for day camps to provide full door-to-door transportation. This level of service, however, can be expensive to maintain. A relatively large number of vehicles will be required with possibly more than one in certain neighbourhoods, if you are to ensure that even the farthest camper will not have to endure a bus ride of more than an hour each way. The added expense will dictate higher fees.

More common among municipal and agency camps, therefore, is the system where campers in a particular area meet the bus at a designated pick-up point and are dropped off at that point in the afternoon. The most appropriate point to be designated for this purpose will often be the yard or parking lot of a school in the area. Some camps, however, are known to use the parking lots of local plazas and even street corners. Where it is intended to use a school yard or plaza parking area as a place for pick-up and drop-off, the following points should be kept in mind:

- A permit should and often must be obtained from the appropriate Board of Education or owner. Often the permit obtained will restrict the area on which the bus may drive, so as to avoid obstructing the public or because other camps will be using the area as well.
- The exact location of pick-up (e.g. south entrance) should be noted in pre-camp information to parents, since pulling the campers together from various sections of the yard may result in delays, as well as missed campers.
- There will often be other children on the scene, and it is therefore important to have at least one staff member on board from the first pick-up to check attendance. Some of the children may be campers of another camp and could board your bus by mistake. A staff person should also check the area to make sure all campers are aboard before leaving. Identification of your campers might be made easier by supplying each camper with a distinctive camp name tag as part of the package received before camp.

- Because campers may have to wait for the bus, it is wise to choose as the specific pick-up point a place that has an overhang or recessed covered area to provide shelter on rainy days.
- Pre-camp information to parents should indicate pick-up and drop-off times.

DESIGNING THE BUS ROUTES FOR DOOR-TO-DOOR TRANSPOR- TATION

It may be that you know the areas or neighbourhoods from which you draw the majority of your campers. Each year, however, enrolment will differ, and it will be necessary to give considerable thought to designing the specific route that each bus will take if the bussing operation as a whole is to be efficient. The problem is compounded by the fact that you may not know exactly who has to be transported until just before the summer when registration is finally closed. And even after that, it may be that a cancellation makes a bus route change desirable.

It is best to think of the designing of bus routes, not as a specific task, but rather in terms of an administrative process. With the confirmation of each camper, for example, a "transportation card" could be made up, setting out, among other things, the camper's name, address and period of enrolment. These cards could then be sorted out and possibly mapped into areas and neighbourhoods with each camper being represented. New campers could be included or cancellations dealt with simply by adding or removing cards. The goal is to sort the cards so that each pile represents the campers who will ultimately travel on a given bus.

Once this is completed, it may be helpful to actually drive the routes to determine the specific order of pick-up or drop-off and to ensure that each route is reasonable in terms of time. Here you may find that restricted-access and one-way streets, not to mention sheer volume of traffic, cause problems or delays which you had not anticipated. Also, you may wish to note possible time-savers such as having a child meet the bus on the west side of his house as opposed to the east side, so that the bus avoids an extra turn. The idea is to collect all the information necessary to instruct each bus as to exactly where it should go so that the route is executed in a safe and efficient manner. Then it only remains to reduce these directions to writing in clear and simple language for your routes to be complete.

THE TRIP

The job of guiding the bus safely to and from camp is principally the driver's responsibility. While counsellor staff on board should be trained to report any problems with the driver's performance, their major job is to watch that the campers remain seated and under control, and that the boarding and departure of campers is executed safely. It can add much to a camper's day, however, if the staff are also prepared with simple programs such as word games and songs to help pass the time. Not only will this combat boredom for those who have the longest ride, but it may also give campers a chance to know campers and staff members they do not normally see during the day, thus serving to promote a camp-wide spirit.

ARRIVAL AND DEPARTURE

Arrival and departure are times in the camp day when the potential for an accident resulting in personal injury is highest. It is important to have well thought out procedures if such accidents are to be avoided. Some points to consider in this regard are:

- A restricted area for vehicle movement during arrival and departure times is essential. No campers or staff members should be allowed to walk in this area until specifically summonsed for loading or unloading. Staff marshalls can be placed strategically to supervise and to direct bus traffic. It is desirable, however, to avoid confusion, that only one person be in charge of orchestrating the whole procedure.

- At arrival, the unloading of buses should be handled in such a manner that campers are ushered away from the bussing area as they leave their buses, and are not required to walk between vehicles or across traffic.
- A rule requiring that engines be shut off and that no vehicle move while campers or staff are walking in the vehicle area is also desirable. At departure, this would require that all buses drive in and line up in formation with their engines off before loading begins.
- Having buses clearly marked with a letter or number designation, as well as using the same formation each day will help in efficient loading, since campers will quickly learn where they have to go. Having campers wear name and bus identification will also help in this regard.

ATTENDANCE

If the camp is to account for all campers under its care, it will be necessary to keep track of camper attendance as buses are boarded in the morning and afternoon. A particular concern here will be campers who, because of doctors' appointments and the like are brought to camp late or leave early on a given day. An office system must be in place to account for these campers, so that staff know who is or is not supposed to be present. One possibility is to have all such late arrivals or early departures processed through the camp office. Then, an hour or so before bus departure, adjustments can be made on the specific bus attendance boards.

The office could also use notes to communicate special instructions in the same manner. It may be, for example, that a camper does not need to be picked up the next morning, or that a parent would like his or her camper dropped off with a friend. As a matter of policy, the camp should insist that such special instructions be given by the parent in writing. Also, acceptance of special instructions should be at the camp's discretion, since parents will once in a while make requests that are unreasonable from the camp's point of view.

**FURTHER
READING**

Available from Canadian Camping Association
Suite 2, 1806 Avenue Road, Toronto, Ontario, M5M 3Z1
Telephone (416) 781-4717

**Basic Camp
Management**

Armand B. and Beverly H. Ball

A practical guide to the art and science of directing a summer camp. Especially designed for the new camp director, the book will also provide excellent information for the seasoned administrator. The chapters cover: program, purpose and goals, staff, campers, site and facility preparation, legal matters, support services, evaluation, and finances. From a combined experience of 41 years in the camp field, the authors have produced a unique manual of valuable material for camping administrators.

American Camping Association, 156 p., 1979.

**Camp
Administration —
Course Outline**

A guide for courses in camp administration at the graduate level.

American Camping Association, 29 p., 1961.

**Camp Director
Education
Curriculum Guide**

Designed as a resource for trainers and college instructors dealing with camp director education or camp administration. Each unit contains a rationale for the competencies, areas to be covered, suggested learning activities, methods of assessment and references.

American Camping Association, 46 p., 1981

**Camp Management
Technical Infor-
mation Papers**

TIP NO. 9 — "The Camp Staff Applicant: Interview Guidelines." An outline of information and guidelines for the camp staff applicant seeking a position.

American Camping Association, 1979.

TIP NO. 10 — "The Camp Director: Interview Guidelines." A discussion of interview techniques and practices from the viewpoint of the camp director or interviewer.

American Camping Association, 1979.

**Camp Staff Job
Descriptions**

Suggested job descriptions for basic camp positions.

American Camping Association, 17 p., 1961.

**Camping Stra-
tegies for the
Eighties**

Proceedings from the national Symposium sponsored by the Indiana, Michigan and Ohio sections of ACA and the Fund for the Advancement of Camping.

American Camping Association, 35 p., 1981.

**Camps: Their
Planning and
Management**

Dr. Robert Wilkinson

Robert E. Wilkinson, Ph.D., of McGill University's Physical Education Department and Camp Nominigue, Quebec, has written this basic text which details both the theory and the practice of all the administrative aspects of organized camping. The first few chapters describe the present scope of organized camping in North America, while the middle chapters focus upon management of the human and physical resources available to camp administrators. The latter part examines support services and the final chapter provides a full examination of the question of evaluation and includes assessment of campers, staff, camp program, and the administration, including the director. Key features in the book are discussions of health and safety for both campers and staff, legal responsibility, administrative guidelines -- for Canada and the U.S.A.

Hardbound, C.V. Mosby Company, 291 p., 1981.

**Conservation of
the Camp Site**

A valuable book for all camp directors and administrators. It deals with conservation programming and the steps a camp should take to conserve and improve their natural features.

American Camping Association, 48 p., 1960.

**Fundamentals of
Day Camping**

Dr. Grace L. Mitchell

A revision of the classic book in the field of Day Camping originally published in 1960. 'Fundamentals' includes almost any information a day camp administrator might need. The book discusses the first steps in establishing a camp, the site, buildings and equipment, enrolling the campers, administration, finance, insurance, transportation, health and safety, and food. Other chapters cover the staff, staff training, and discipline and control of campers. The final chapters provide a treasury of day camp program in arts and crafts, natural resources, adventures in camping, athletics, music and programming for special events and for rainy days.

American Camping Association, 256 p., 1981.

**National Day
Camp Symposium
Proceedings**

A Summary of Proceedings from the Symposium held in November of 1980. The Proceedings combine information on multiple topics in the field of day camping; pressures on day camps, the child, the community, the day camp director, goals/values, outdoor education resources and readings, staffing, transportation and energy, marketing and the future of day camping.

American Camping Association, 119 p., 1981.

**Your Camp and
the Handicapped
Child**

Useful guidelines for director and counsellor dealing with the handicapped.

American Camping Association, 16 p., 1966.

**Nurse & the
Health Program
at Camp**

The revised edition of the first CCA publication to deal extensively with camp health services. A special section for counsellors gives suggestions about keeping campers healthy and safe; there is also an added chapter on how to deal with camper health and safety on an out-of-camp trip. The author has been associated with the field of organized camping for a number of years as counsellor, camp director, and nurse. A small 24-page booklet published in 1983 provides a supplement which deals with standing orders for camps.

Camp Tawingo Publications, 101 p., 1983.

**Camping is
Education**

An extensive revision of the once very popular "Placement of the Organized Camp in the Field of Education." A publication which should prove to be a classic of camping literature.

American Camping Association, 24 p., 1960.

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American Foreign Association, 19, 1985.

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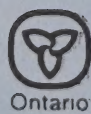
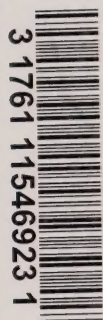
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